

Mr. Blake,

STATINTL

Attached is the paper which Bob [REDACTED] prepared on the merger of the 7th floor and ground floor printing plants.

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This is the only copy of the paper and there has been no distribution of it. [REDACTED] was holding it and would like it returned when we are finished.

del (18 Dec)

21 FEB 1976

To: Mike Malone

28 October 1975

MEMORANDUM FOR: Director of Logistics

SUBJECT : Draft Paper on Merger of the Special Printing Plant (SPP) and the General Printing Plant (GPP)

1. Attached is a background paper in draft form on my proposed merger of the SPP (7th floor) with the GPP (ground floor). ~~It is in draft form because the final form and verbiage should be tailored to the recipient. I would not recommend that it go to the Deputy Director for Intelligence in the present form since the emphasis on anticipated problems with the Office of Current Intelligence (OCI) may not be wise.~~

2. It is of major interest to the Printing & Photography Division (P&PD) for several reasons:

a. The merger of personnel and equipment will result in manpower savings (3-6 positions) and better utilization of equipment.

b. All current multilith press work in GPP will go either onto the Xerox 9200 or will be transferred to the Main Plant and run on existing Davidson presses.

c. It will relieve the strain now felt in manning SPP, e.g., many shifts have just two people. It will allow greater manpower and equipment support across the board, but in particular to OCI for their early morning productions.

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d. Management improvements should result, i.e., single management under [REDACTED] and closer coordination with the Main Plant.

3. Although not beneficial to P&PD, the release of 2,000 - 2,500 square feet on the 7th floor should help some component. This is prime office space now being used as industrial space. Even if additional space could be found on the 7th floor for needed expansion, it is doubtful that additional heavy equipment, e.g., presses, could be supported structurally. The reason for the spread (2,000 - 2,500) is that we will have to determine the wishes of OCI with regard to where they want phototypesetting and pasteup, in the present OCI space or as a separate operation in about 500 square feet of existing SPP space.

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SUBJECT: Draft Paper on Merger of the Special Printing Plant (SPP)
and the General Printing Plant (GPP)

4. We have done sufficient homework to have a high degree of confidence in our recommendation. Systems Staff, P&PD, is completing a detailed analysis of the economies of use of the Xerox 9200 (and adding a second machine) and the daytime use of Davidson presses in the Main Plant (unused during the day - roll vs. sheet fed). [REDACTED] and I have worked out a preliminary floor plan for the new plant. It all fits. We have also worked out a plan for a round-the-clock manning of the new plant which shows a savings of 3-6 positions. These are vitally needed for manning the new Electronic Text Editing and Composition System installation.

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5. In summary, the logic is impeccable, the economies can be demonstrated, and improvement in services must result. Can we sell the plan to the DD/I?

[REDACTED]

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Chief
Printing & Photography Division, OL

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PROPOSAL - To relocate camera, press and bindery operations of the P&PD Special Printing Plant (7G28) to the General Printing Plant (GJ56); consolidate equipment and personnel in GJ56 and operate 24 hours/day 7 days/week in that location; retain phototypesetting and layout support to the Office of Current Intelligence (OCI) in 7G28.

OBJECTIVE - The provision of faster, more reliable, and dependable printing services through the better utilization of personnel, equipment, and facilities. In addition to these improvements, the proposal offers the following benefits:

- a. The consolidated plant will have increased capacity over the two separated entities. This increased capacity will enable the provision of more responsive and reliable service to the printing requirements of the Office of Current Intelligence.
- b. The consolidation of these plants will eliminate inherent operating inefficiencies. The consolidation will allow personnel to be reprogrammed to areas where they may be more productive, thus improving overall divisional efficiency and flexibility.
- c. Use of seventh floor office space for the Special Printing Plant (SPP) both ties up prime office space and provides an inadequate facility for this light industrial printing plant. The limited seventh floor slab-to-slab height is the primary constraint for the provision of a safe environment with adequate

ventilation. The ground floor with its increased slab-to-slab height allows the provision of a safe well-ventilated printing facility. The consolidation would free the prime office space presently occupied by the seventh floor plant and eliminate the safety hazards which presently exist.

BACKGROUND

1. Historically, P&PD has maintained three separate physical facilities to perform specific functions: the Main Printing Plant (MPP) specialized in high quality, long turnaround (60-120 days) work such as the NIS; the General Printing Plant (GPP) specialized in copying and duplicating with relatively short deadlines (1-5 days); the Special Printing Plant (SPP) was devoted to close support of current intelligence, i.e., high classified and controlled data requiring fast turnaround (1-8 hours).

2. The entire scene as relates to the specialization cited above has changed dramatically over the past few years:

-- The Main Plant has become dedicated to quick turnaround, overnight jobs. Limitations of space, equipment and personnel have precluded the use of SPP for jobs such as the Economic Intelligence Weekly and International Oil Developments, which heretofore would have automatically been picked up by SPP but now must be done on an overnight basis in MPP. Although much of the work now done in the MPP cannot be characterized as "current intelligence" in the same sense as the NID and PDB, the work is time critical and serves high level customers such as IC Staff, O/DCI,

and most intelligence production offices. Over 50% of the work now done in MPP is of a short deadline and high priority nature, as opposed to about 5% three years ago.

-- Activities in the General Printing Plant have also changed and continue to change. New technology has and will continue to characterize this plant. High speed printing from computer tape (Xerox 1200), new reproduction equipment replacing traditional duplicating presses (Xerox 9200), the planned installation of the ETECS, with terminals in OSI, OER, and CRS, all are contributing to the new look for GPP. In addition, Agency responses to investigate bodies, FOIA, and the Privacy Act have placed an extremely heavy demand for fast duplication services (1-4 hours).

-- The nature of the work in SPP has not changed to the same noticeable degree as in GPP and MPP. A great deal of the work that normally would have been performed in SPP is now being done in MPP, although this gradual shift has gone largely unnoticed by most customers, i.e., the customer is receiving the same level of service regardless of where the operation is performed in P&PD. Some changes have occurred in support of OCI, viz, P&PD now operates a phototypesetter to produce the NID. This, in addition to several new publications such as the Intelligence Checklist have increased the burden on SPP, especially during the early morning hours. Equipment limitations, e.g., press capacity and adequate bindery equipment, have strained the capabilities of this plant. The need by the publisher to hold open his options for last minute current intelligence changes has created an early morning crunch. Thus, space, equipment and personnel

shortages are creating a situation that could become perilous if further requirements arise. Interestingly, many jobs now brought to SPP are in turn "farmed" out to MPP and GPP without placing any added burden on the customers or delaying their jobs.

DISCUSSION

P&PD has been closely monitoring the changing scene as touched on in the foregoing background, and now feels that changes in traditional perspectives are absolutely necessary to increase, or even to maintain, the level of printing support now required by the Agency. Consolidation of parts of SPP with GPP promises many benefits, both to customers in terms of offering faster turnaround and a wider range of services (increased equipment capability) and to P&PD in personnel consolidation and savings, the latter being applied to increased manning around the clock for all customers and the new requirement for manning the ETECS. Although these changes might be made unilaterally by the Office of Logistics, success in meeting the goals of P&PD must ultimately depend to considerable degree on the customer's understanding, acceptance, and indeed, active participation in meeting these goals. Although much of the rationale behind the proposed changes applies primarily to P&PD, e.g., technical and operational efficiencies, the major thrust is not to emphasize these factors in and by themselves, but rather to demonstrate that the net result will be to the benefit of all intelligence producing components. In view of this, a number of key issues surrounding the proposed changes are discussed below, with both pro and con considerations.

PRIORITY AND CONTROL

The question of priority and control is perhaps the most sensitive issue that can be foreseen. The control of production facilities, be they computer, printing, analytic, or administrative, is perceived by many as the only real guarantee of meeting priority commitments. The maintenance of SPP on the 7th floor has provided current intelligence, particularly OCI, with a controlled guarantee of meeting its daily high priority requirements. Removal of part of the capability to seven floors below could be seen as a loss of control with a subsequent relaxation of priorities such as that required for the production of the NID. It can be shown that the proposed consolidation, with equipment and site improvements (including an added degree of backup support) and personnel manning strengthened, will enhance the current, oftentimes dangerously close meeting of these daily early morning deadlines. It cannot be shown, and it is somewhat ludicrous to dwell on the subject, that the publication of the NID and related items will be degraded or abandoned. P&PD has been in a somewhat envious position in that most deadlines have been met, come rain or shine, either by extraordinary effort or the utilization of overtime. If they could not be met, in almost all cases the deadlines were negotiable. In only one situation in the past several years has it been necessary to appeal to higher authority (ADD/I) to adjudicate conflicting priorities, and in that case no Agency commitment was seriously jeopardized. Other components that have traditionally relied upon SPP have increasingly had their work farmed out to GPP and MPP, with or without their knowledge, but with no degradation of service.

SPACE AND EQUIPMENT

1. SPP now occupies 2,500 square feet in 7G28 and GPP 5,890 square feet in GJ56. The proposed consolidation will free up approximately 2,000 square feet on the 7th floor. Perhaps the entire 2,500 square feet could be opened up depending upon the wishes of OCI insofar as the placement of the Photon Pacesetter and added support for pasteup. In either the retained space, or space already in use in OCI for operation of the Pacesetter and makeup, P&PD would provide manning for both operations, if OCI so desires, on a rotational basis from the consolidated plant on the ground floor. All camera, press and bindery operations would be performed on the ground floor with P&PD personnel providing all required movement of materials, including delivery of the final product to the OCI Registry. The single 19x25 Miehle press now in SPP would be moved to GPP. This lone press in SPP now constitutes perhaps the most serious bottleneck in the production cycle for daily intelligence production. All work that can only be done on this press must queue up between 0300 and 0600 each morning. With the movement of the press to GPP, another press of comparable size will be installed to provide on site backup and supplementary press capacity. The consolidation of bindery equipment now in SPP with that in GPP, plus the purchase of more modern equipment, will provide faster turnaround and added flexibility in this operation.

2. In summary, by consolidation and equipment modernization, not only will OCI and other 7th floor customers be better served, but all Headquarters customers will be provided with more fire power, particularly

during lulls in the daily production for OCI; i.e., there will be considerably improved equipment and manpower utilization around the clock

3. The four A.B. Dick presses in SPP will also be moved to GPP. An as yet unknown part of the work now done on these presses will be transferred to the Xerox 9200, which is already installed in GPP and taking a large part of the load from the standard multilith presses in that plant. Another Xerox 9200 will be leased. They will then share the anticipated load and provide backup in case of equipment failure during critical hours.

4. As part of the plan for installation of the ETECS in GPP, a Photon Pacesetter (phototypesetter) will be moved from MPP to GPP. This will not only provide the typesetting capability during the day for production off the ETECS, but more importantly to OCI will provide on site backup to the Pacesetter now operating in OCI space.

SECURITY

Traditionally, the SPP had handled most of the compartmented intelligence that required printing by P&PD. This is no longer the case. MPP and GPP now handle jobs through all classifications and with the greatest sensitivity. Many project clearances are now held only by MPP personnel. GPP had traditionally only handled collateral information. They now are cleared for most compartmented intelligence. The new consolidated facility will be physically approved for all source, including most compartmented and special clearances. Personnel will likewise be cleared.

GEOGRAPHIC LOCATION AND ACCESS

1. Although convenience of location on the 7th floor for a few customers has been informally cited as an overpowering rationale for the current situation, it is probably more to the fact to recognize that

geographical location has not been the major issues but rather the receptivity, response to short deadlines, and specialization of SPP that has fostered the notion that location was the prime factor. Many customers, e.g., IC Staff (6th floor), OER (4th floor), OSI (6th floor) visit the MPP on an almost daily basis. These and many others from all areas of Headquarters have not found it inconvenient or an added burden, particularly in view of the fact that the MPP is now geared to handle rush work. Customers from all corners of the building, including many from the 7th floor, regularly visit the GPP on the ground floor when local convenience copiers will not suffice for large jobs requiring quick turnaround, especially work done in response to investigative bodies and FOIA and the Privacy Act.

2. A recent survey has shown that most non-P&PD personnel visiting the SPP are either carrying work in or picking it up. They do not need professional consultation. By far the majority of visits by persons who must consult the printers are cartographers from the ground floor, and most of their visits concern high priority current intelligence or support work for 7th floor customers. It would be more convenient for them to have GPP as a focal point.

3. CRS, OGCR, OER, OSR, OPR, and OWI are all located closer to the ground floor. Only OCI, OSI and NIO enjoy an added convenience in the location of SPP. Their needs for consultation and support would be met by the P&PD personnel manning the proposed remaining outpost on the 7th floor. Where the actual work is done should and will be transparent to them.

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